

**To:** Cheatham, Reggie[cheatham.reggie@epa.gov]  
**From:** Ruhl, Christopher  
**Sent:** Wed 8/12/2015 2:01:22 AM  
**Subject:** Re: OEM Director

Make sure to remember to take the "acting" off you email signature.

Sent from my iPhone

On Aug 11, 2015, at 7:59 PM, Cheatham, Reggie <[cheatham.reggie@epa.gov](mailto:cheatham.reggie@epa.gov)> wrote:

You bet and thanks Chris. I was happy to hear you were headed that way. Call anytime since I will need to get as much ground truthing as possible.

Reggie Cheatham, Acting Director  
Office of Emergency Management  
202-564-8003(w) 202-689-9400(c)

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**From:** [Ruhl, Christopher](#)  
**Sent:** 8/11/2015 9:56 PM  
**To:** [Cheatham, Reggie](#)  
**Subject:** Fw: OEM Director

Reggie,

Many congrats and well deserved! Let me know if there is anything you need help with. I deployed to Durango today so I'm sure we will be in touch.

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**From:** Phillips, Pam  
**Sent:** Tuesday, August 11, 2015 7:07 PM  
**To:** R6 Superfund; R6 6RC-S  
**Subject:** FW: OEM Director

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**From:** [Natarajan, Nitin](#)  
**Sent:** 8/11/2015 6:22 PM  
**To:** OEM Director

RAs/DRAs/SFDDs,

Due to the close relationship between OEM and all of your regions, we wanted to make sure you were aware of the announcement below that was made this evening.

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Nitin Natarajan

Deputy Assistant Administrator

Office of Solid Waste and Emergency Response

Environmental Protection Agency

202-566-0200 Office

**From:** Stanislaus, Mathy  
**Sent:** Tuesday, August 11, 2015 7:12 PM  
**To:** OSWER OEM Everyone  
**Subject:** OEM Director

There have been a number of changes at OEM over the last several years and I appreciate the understanding and support that so many have provided throughout this period. Your professionalism and expertise are key to executing the broad mission of OEM. OEM has crucial responsibilities for EPA, for the federal government and for communities across America. None of these responsibilities can be done on our own, nor without an ongoing assessment of how these responsibilities should be best administered given the ongoing changes that have occurred and continue to occur in the world we live in. These responsibilities require strong partnerships across EPA and the federal government, alignment with state, tribal and local governments and collaboration with stakeholders with a focus on communities adjacent to facilities subject to our programs. I thank you for the commitment you have demonstrated towards these responsibilities. As we move forward into the future, we must ensure OEM responsibilities adapt to the on-going changes at the federal, state, tribal and local level.

With that in mind, I am happy to announce the selection of Reggie Cheatham as the permanent Director for the Office of Emergency Management. Reggie comes to this position with 29 years of combined federal service including 26 years at EPA, 20 of those years as a manager within 3 different AAships. In OECA, Reggie served as the Chief of the Chemical Industry Branch providing compliance assistance and compliance monitoring

strategies for this sector and he served as the Deputy Director of the Regional Support Division continuing the support and advancement of the key principle of the “polluter pays” in Superfund Enforcement. These two programs have direct connections to OEM functions under EPCRA, RMP and the Superfund removal program. The establishment of OEI created new opportunities for Reggie to direct the Environmental Analysis Division, which produced the first Report on the Environment and implementation support for the EPCRA 313 TRI program. Reggie also served as the Staff Director and NPM for the Agency’s Quality program. Reggie’s led the development of information analysis capabilities and tools, such as TRI-Made Easy, and recognized the importance of Quality Assurance throughout the information life cycle, from collection, analysis, use and dissemination. This experience will be valuable as OEM Director to continue OEM’s commitment to the incorporation and analysis of data and the reliability of information as a foundation to decision making prior to and during a response. Reggie will be leaving behind the position he served in upon returning to OSWER as the Director of the Federal Facilities Restoration and Reuse Office which required a good understanding of Federal agency cleanup programs and operations. Reggie has also served in the US Army and worked as a Civil Engineer in the construction industry as a project manager building commercial buildings. He holds a Bachelor’s of Science in Civil Engineering and a Master’s of Science in Environmental Engineering, both from the George Washington University. During his time at OEM Reggie has led the interagency crude-by-rail calls with our state and tribal partners to gauge their preparedness efforts to respond to an event. He has also been instrumental in engaging other agencies on the various aspects related to the response and management of Ebola. I am excited that Reggie will be able to bring this diverse experience and his exceptional leadership and management skills to support all of you to apply your expertise in advancing the mission of OEM as the program continues to grow and improve.

As mentioned in my memo from earlier this year, the OSWER IO is fully supportive of the organizational changes in OEM and expect that to continue. We also count on your support in the various efforts moving forward particularly the creation of a strategic plan, the strengthening of internal and external relationships, and the overall improvement in organizational operations. While there are many important ongoing projects within OEM, one of the first areas of attention for Reggie is to oversee OEM’s response to the recent management review that highlighted several significant areas for improvement in the program. From my previous communication and distribution of the management review, I had outlined several short term actions that could be taken while the process to select a permanent director proceeded forward. Working with OEM managers, progress has been made under Reggie’s leadership so far, though not complete, in establishing internal coordination efforts between the key programs that make up EPA’s response program and with OEM staff. This effort will continue to involve not just OEM, but partners throughout OSWER, other AAships and throughout the regions. Also, a group has been established to conduct the mobile asset review which includes members of applicable OSWER offices (IO, OEM and OSRTI) and five regions (1, 2, 4, 7 and 8).

As we begin the tasks scheduled to begin after the announcement of a permanent Director, Reggie will be responsible for establishing a strategic plan with short and long term priorities, which may include annual implementation plans to track progress. He will

continue to do the things he started before the completion of the management review that have demonstrated results in communicating and building relationships with other internal EPA offices.

We expect the Director of OEM to serve as the principal senior executive for engagement with external stakeholders and expect him to take on some of those roles immediately (such as chair of the National Response Team) and other roles over the coming months. Finally, upon the near completion of the mobile asset review, OEM and OSRTI will conduct a management analysis for the operation of CMAD and ERT. Reggie will also work with OEM's management team to continue the engagement with all staff in OEM on issues from the 2014 Employee Viewpoint Survey, and work with Regions to insure OEM is providing the necessary leadership as an NPM to fulfill their emergency management responsibilities.

In order to bound this effort with the focus and attention it will take to create the necessary change, I am asking that the mobile asset review be completed by the end of calendar year 2015; that the Strategic Plan be completed by February 2016; that the CMAD/ERT review be completed by June 2016.

OEM staff are its greatest asset with the expertise, experience, commitment and dedication needed for a high performing organization. We support Reggie and the rest of the leadership team as they support your hard work day in and day out. I look forward to working with Reggie and all of you in OEM as we move the organization forward to address existing, new and evolving challenges in the months and years to come.

Reggie's transition to the Office of Emergency Management of course means that he must leave the Federal Facilities Restoration and Reuse Office, which also has nationally important environmental issues of the first order. We're grateful that Charlotte Bertrand has agreed to continue to so ably lead FFRRO as Acting Director, as she has since last summer. We'll post the solicitation for applications for FFRRO Permanent Director soon.

Please join me in congratulating, thanking, and encouraging Reggie and Charlotte.

***Mathy Stanislaus***

**USEPA**

**Assistant Administrator**

**Office of Solid Waste & Emergency Response**

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